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**NATIONAL INTERDEPARTMENTAL SEMINAR
FOREIGN SERVICE INSTITUTE**

WASHINGTON, D.C. 20520

March 23, 1971

Dr. Hugh T. Cunningham
Director of Training
Central Intelligence Agency

Dear Hugh:

As you know the Task Force studying the NIS is scheduled to meet Wednesday at 3 p.m. here at 1800 N. Kent Street, Rosslyn, Virginia. For your perusal I am enclosing copies of the papers from the agencies that we have received thus far.

Also enclosed is a draft copy of the minutes of our first meeting. Any comments or changes you may wish to suggest may be sent to me.

Sincerely,

A handwritten signature in dark ink, appearing to read 'H. Haugerud'.

Howard E. Haugerud

Enclosures

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Memorandum

TO : Mr. Howard Sollenberger, Chairman,
Interagency Committee on the National
Interdepartmental Seminar

DATE: March 19, 1971

FROM : R. S. McClure, AG/OAS
James T. McMahon, AG/OAS

3/22/71

SUBJECT: Categories of A.I.D. Personnel Participating in NIS

At the present time A.I.D. personnel eligible for participation in the NIS are as follows:

1. Overseas Staff

USAID Mission Directors and Deputies
A.I.D. Representatives and Deputies
Assistant Directors and Deputies
Chief Program Directors
Chief Officers of Technical Activities
Technical Division Chiefs

2. Washington Staff

Deputy Assistant Director
Associate Assistant Administrators
Office Directors
Country Desk Officers
Division Chiefs (with responsibility for overseas programs)

In the case of overseas personnel, A.I.D. participants have principally been at the FSR-1, FSR-2, and FSR-3 level. In the case of Washington personnel, A.I.D. participants have principally been at the GS-15 or supergrade level.

No immediate change in these categories of A.I.D. participants in the seminar is contemplated. Factors contributing to increasing difficulty in meeting A.I.D.'s assigned quota are:

- (1) Declining A.I.D. personnel strengths particularly among foreign service personnel. Further decreases in A.I.D.'s overseas staff estimated at approximately 20% are expected to take place over the next 18 months;
- (2) Increase in proportion of eligible personnel who have already attended NIS. The A.I.D. complement of experienced foreign service personnel has remained



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relatively stable during the past few years. Many of those eligible for NIS have already participated (over 600 A.I.D. officers).

- (3) Decrease in new hire personnel. The vast majority of A.I.D. foreign service personnel have already served one or more overseas tours. It is estimated that fewer than 5% of the A.I.D. foreign service participants in the NIS have never had an overseas tour. While the seminar can be of value to any participant, participants who are embarking on their first overseas tour as a member of a country team (as we understand is the case with the majority of DOD personnel) obviously stand to realize the greatest benefits from participation in this interagency program.

On the other hand, during the process of this Committee's consideration, we plan to pursue the feasibility of expansion of certain categories of A.I.D. participants such as:

- (1) Making it mandatory for the relatively few newly employed A.I.D. senior foreign service personnel to attend;
- (2) Expanding the number of AID/Washington participants such as Desk Officers and the like;
- (3) Arranging for increased participation of senior personnel of Contract Teams (such as Chiefs of Party) and Participating Agency Teams (PASAs). With the trend towards decreased direct hire staff abroad and an increased number of Contract and PASA teams combined with reduced supervision from in-country A.I.D. missions, there may be an increased need for participation by these other categories of personnel.

Any expansion of the categories of A.I.D. personnel will of course depend upon the future trend of events concerning the reorganization of the foreign assistance program. Our impression is that A.I.D.'s current quota is too high for present requirements and should probably be adjusted downward for the next year or so. Changes beyond that will depend upon the requirements of the agencies which may eventually emerge from the present A.I.D. program.

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UNITED STATES GOVERNMENT

Memorandum

TO : Mr. Howard Sollenberger, Chairman,
Interagency Committee on the National
Interdepartmental Seminar

FROM : R. S. McClure, AG/OAS *RM*
James T. McMahon, AG/OAS *JTM*

SUBJECT: NIS Objectives: A.I.D.

DATE: March 19, 1971

3/22

The NIS curriculum, as presently constituted, has evolved from an original focus on counterinsurgency to a broader presentation of problems of U.S. foreign policy, the factors that influence that policy and the role of the several U.S. department and agencies involved in the execution of that policy overseas.

A.I.D. is in agreement that this evolution has been useful and desirable. The objectives of this Agency in assigning our participants to the course, aside from the pragmatic goal of meeting our assigned quota, are the following:

- 1) To broaden the appreciation of senior or near-senior officers in A.I.D. of the essential integrity of U.S. foreign policy;
- 2) To increase their appreciation of the role and responsibilities of sister agencies in carrying out that policy and perhaps to develop increased perspective on A.I.D.'s role in the U.S. foreign affairs community;
- 3) To share with officers of other agencies experience and philosophy developed from execution of our responsibilities.

The level of A.I.D.'s future support and participation, or that of its successor agencies, is presently uncertain, and will of course depend on decisions to be reached in the coming months on sweeping recommendations now pending on the reform and reorganization of the U.S. foreign economic assistance effort.





THE JOINT STAFF

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THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20301

JSM 713 1971
19 MAR 1971

3/22/71

MEMORANDUM FOR MR. HOWARD E. HAUGERUD, CHAIRMAN,
NATIONAL INTERDEPARTMENTAL SEMINAR

Subject: Review of the National Interdepartmental
Seminar (NIS)

1. In keeping with Mr. Sollenberger's request for statements of objectives for NIS, the following comments are offered:

a. From the military point of view, any revision of the objectives of NIS should perforce direct the Seminar toward a course of instruction that will continue to prepare senior grade officers in policy formulation and application, and program direction in a country or region of the developing world; the underscoring represents primary interests for the military rather than a broad all inclusive politico-military affairs course.

b. The requirements of the Nixon Doctrine and the forthcoming security assistance program require effective coordination and utilization of US resources. In the past, the NIS has been an excellent forum for interdepartmental training in the integration of policy, plans, and operations in foreign affairs matters. We see no need to make major changes to the current NIS training objectives.

c. There would be no objection to investigating alternate means of providing more effective instruction which retain the essential elements of:

- (1) An interagency approach,
- (2) Emphasis on economic and politico-military development, and
- (3) Country Team operations.

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d. Additionally, for the Seminar to be truly a "National Interdepartmental" affair, it should expand the participation to include all US Government agencies with foreign affairs responsibilities. Consideration should be given to including top level personnel from US business firms that have extensive foreign commercial interests, e.g., General Motors, major oil companies, World Bank, etc.

2. As you know, the military has been a strong supporter of NIS from its inception. Attendance at the seminar has resulted in improved performance and a greater awareness regarding US objectives on the part of officers assigned MAAG/Mission/Attache and related type duties. Hopefully, no major changes will be made to the seminar to alter its important role.

Edward E. Mayer

EDWARD E. MAYER
Colonel, USA
Acting Deputy Director for
Operations, (SACSA)

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UNITED STATES GOVERNMENT

Memorandum

TO : O/FSI - Mr. Howard Sollenberger

DATE: March 17, 1971

FROM : IPT/C - Paul R. Conroy *PRC*

SUBJECT: Objectives of NIS - Preliminary Thoughts

NIS must be a training rather than an educational institution. Hence, its objectives should be:

- 1) to develop through controlled situations (by gaming and other devices) an appreciation of the interacting and interdependent roles of each of the instruments for the conduct of foreign affairs, i.e. political, economic, military, and psychological;
- 2) to provide an opportunity for inter-departmental study of the rationale of the U.S. position vis-a-vis world issues and factors such as economic, political and cultural development, internal defense, revolutionary youth, population, domestic sources of foreign policy, multi-national organizations and cooperation, arms control, etc.

To pursue these objectives, NIS should as the National Foreign Affairs Institute offer short one or two week inter-agency seminars on topics of current interest and impact. I recognize that it may be difficult to sell these objectives to DOD, but suggest we must continue to try for a program that will be strongly supported by both military and civilian groups. This was the original aim of NIS but never quite realized. The Seminars should probably be held away from the immediate D.C. area in order to reap the benefits of group dynamics and interaction.

IPT/C:PRConroy:dra

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OFFICE OF MANAGEMENT AND BUDGET
ROUTE SLIP

TO Mr. Howard E. Sallenberger
Director, Foreign Service
Institute

Take necessary action ☐
Approval or signature ☐
Comment ☐
Prepare reply ☐
Discuss with me ☐
For your information ☐
See remarks below ☐

FROM James F. Barie *Barie*

DATE 3-17-71

REMARKS

The attached is an attempt to expand on my comments on the seminar being directed toward foreign affairs policy planning and implementation. These views are mine only and those of an outsider and not a user agency.

Bill Fee (395-4580) 8225 New Executive Office Building will participate in the working group in my absence.

OMB FORM 4
REV. AUG 70

SUGGESTED OBJECTIVE: NATIONAL INTER-DEPARTMENTAL SEMINAR
J. F. Barie (OMB)

To develop an understanding by senior career foreign affairs and military officers how foreign policy may be systematically planned and implemented, i.e., managed at the country level.

Foreign policy applied to particular countries seems usually to evolve from broad general Presidential pronouncements, from a continuation of what has been, or from particular problems "off the cable." A systematic thinking through of U.S. interests, objectives, constraints on those interests and objectives, and feasible implementing actions is not often undertaken. Yet there have been and are experiments along these lines--some failures and none yet fully developed. A one-week exploration of these systematic planning and implementation efforts, their logical strengths and weaknesses, could serve as the core of a seminar to introduce foreign affairs "managers" to a logical method of planning foreign policy at the country level.

This core aspect of the seminar could explore (1) Comprehensive Country Programming System, perhaps using some of the Mosher-Harr case study, (2) the Country Assistance Strategy Plan developed in the Bureau of Inter-American Affairs and now being further refined (CASP II), (3) the recent policy planning efforts of the Bureau of African Affairs, (4) the experience of USIA and its country Planning and Programming Memorandum, and (5) the Country Assistance Programs of AID.

After having attained some understanding of attempts at developing better policy planning and implementation tools, two one-week workshops might be devoted to particular fields of U.S. foreign policy interest perhaps as applied to particular countries, i.e., U.S. interests and objectives might be narrowed down in operational terms so that feasible actions may be identified to implement the policy statements of interest and objectives.

Workshops might address such matters as the following:

- Military alliance situations, e.g., Western Europe, Turkey, Japan, etc.
- Internal security situations, e.g., Guatemala, Philippines, Bolivia
- U.S. investment and trade interests, e.g., Peru, Libya, Iran, W. Europe, Japan
- European economic integration--impact on European political structure, on U.S., on USSR

LDC development--U.S. role, other donors, international banks
and organizations
Science, technology, environment--impact on international
relations
Understanding and affecting public opinion

These workshops would give seminar members a broadening experience in particular policy fields, perhaps exposing them to some views from outside government, but the central constraint from the first week core of "what is the specific interest and objective and what specific, feasible actions might be undertaken by the U.S.?" should always be emphasized.